

TALKING PAPER FOR
2 APRIL USIB MEETING

SUBJECT: KEP

- Note that after many starts and stops some proposed guidance and instructions for evaluating community performance on the FY-75 KIQs has now been circulated.
- Remind the board that, of necessity, the whole KIQ/KEP process is an evolving one--with each iteration building on accumulated experience.
- Acknowledge the lateness of the year in getting out the instructions, but point out that ICS has worked with affected members of community, so instructions are no surprise.
- State your understanding that while performance data may not be terribly precise, you intend to look to the KEP to provide insights for use in resource deliberations.
- Tell the board that you thought their consideration of the proposed instructions would be facilitated by a short briefing on the results of the FY-74 pilot program and the evolution of the process set out in the FY-75 instructions.

KIQ/KEP PROCESS

KIQ -

- COMMUNICATE PRIORITY NEEDS
ACT AS A DRIVING FORCE FOR PERFORMANCE EVALUATION
- SERVE AS MEANS TO COMMUNICATE WITH CONSUMERS
RE THEIR NEEDS

KEP -

- ASSESS AND MEASURE IC PERFORMANCE
- RELATE IC PERFORMANCE TO RESOURCES EXPENDED
- PROVIDE INSIGHTS FOR USE IN RESOURCE
DELIBERATION
- ASSESS CONSUMER SATISFACTION

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KEY INTELLIGENCE QUESTIONS EVALUATION PROCESS

(KEP)

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PILOT PROGRAM

DESIGN

- DETERMINE DEFICIENCIES (GAPS)
- IDENTIFY PRODUCTION AND COLLECTION ACTIVITIES WORKING AGAINST KIQs.
- ACQUIRE PRODUCTION AND COLLECTION COSTS
- DETERMINE DEGREE OF IC RESPONSIVENESS TO KIQ
- ASSESS RELATIVE CONTRIBUTION OF SENSORS/ TECHNIQUES TO INFORMATION COVERAGE.
- LINK SUBSTANTIVE COVERAGE TO DOLLARS EXPENDED
- VALIDATE PERFORMANCE EVALUATION CONCEPT
- GAIN EXPERIENCE FOR DESIGN OF A FY-75 PROCESS

PILOT PROGRAM

PURPOSE

- TO TEST THE VALIDITY OF THE CONCEPT
- DETERMINE IF REQUESTED DATA OBTAINABLE
- DETERMINE LEVEL OF DETAIL NEEDED
- LEARN WAYS TO IMPROVE THE SYSTEM

PILOT PROGRAM

DETAILED RESULTS

- PRESENTED FOR THREE REASONS ONLY:
 - DEMONSTRATE THAT DATA WAS OBTAINED;
 - ILLUSTRATE TYPES OF INSIGHTS POSSIBLE;
 - ILLUSTRATE WAYS THE DATA CAN BE DISPLAYED AND USED.
- PILOT PROGRAM NOT INTENDED TO PRODUCE REAL WORLD INSIGHTS.
- KIQ'S NOT REPRESENTATIVE; NUMBERS IMPRECISE AND A SMALL SAMPLE.

PILOT PROGRAM

SUMMARY OF RESULTS

- CONCEPT VALID
- DATA OBTAINABLE
- NOT ALL THE DETAIL DATA REQUESTED
REALLY NEEDED
- SIMPLIFICATION IN THE PROCESS POSSIBLE
AND DESIRABLE

EXAMPLES OF "DEFICIENCIES"

KIQ

DEFICIENCIES

PRC CANDIDATES

1. PRESENT FUNCTIONS OF TOP FOURTEEN
2. INTERRELATIONSHIPS WITH MAO
3. TOP FOURTEEN POWER BASES
4. TOP FOURTEEN POLICY

REFERENCES

5. PARTY-MILITARY GOVERNMENT RELATIONS

CHINESE SSBN

1. TYPES OF SUBMARINES UNDER CONSTRUCTION
2. HAN CLASS PROPULSION SYSTEM
3. STATUS OF SLBM TEST PROGRAM
4. CHARACTERISTICS OF SSBN SYSTEM
5. ROLE AND SIZE OF MISSILE SUBMARINE FORCE

ISRAELI/ARAB ISSUES

1. NSC COMMUNICATION
2. DECISION MAKING PROCESSES
3. SYRIAN POWER STRUCTURE
4. IRAQI AIMS AND INFLUENCE
5. SAUDI POLICY MAKING PROCESS

PILOT PROGRAM KIQS

NIO

"SOVIET PLANNING RE MIDDLE EAST/SOUTH ASIA"	SOVIET UNION
"SOVIET INTENTIONS RE ABM TREATY"	STRAT. PROG.
"SOVIET INTENTIONS RE SAL INTERIM AGREEMENT"	STRAT. PROG.
"SIZE, ROLE AND ARMAMENT OF THE BACKFIRE"	STRAT. PROG.
"PRC LEADING CANDIDATES TO SUCCEED"	PRC
"PRODUCTION AND DEPLOYMENT OF THE CHINESE SSBN"	PRC
"ISRAELI AND ARAB VIEWS ON PEACE SETTLEMENT ISSUES"	ME
"ASSESSMENT OF IMPORTANT POLITICAL LEADERS IN WESTERN EUROPE"	WE
"EVIDENCE OF EROSION IN SAIGON GOVERNMENT"	SEA
"PANAMA CANAL NEGOTIATIONS"	LA
"POSITIONS OF FOREIGN PETROLEUM PRODUCERS"	ECON

FY 1974 KEP

FINDINGS: INFORMATION GAINED

- INFORMATION GAINED ON NINE KIQS WAS CONSIDERABLE
 - IC ACQUIRED INFORMATION WHICH COMPLETELY OR SUBSTANTIALLY ANSWERED 1/2 OF THE DEFICIENCIES EVALUATED
 - FOUR OF THE PILOT PROGRAM KIQS WERE ASSIGNED A "SUBSTANTIAL" DEGREE OF FULFILLMENT RATING
 - SOVIET PLANNING M.E.
 - CHINESE SSBN
 - SAIGON GOVT.
 - PANAMA CANAL

FOOTNOTE:

COMPLETE - DEFICIENCY ANSWERED, AND MAY BE REMOVED FROM LIST.

SUBSTANTIAL - DEFICIENCY CAN BE REWRITTEN TO INCLUDE PORTION ANSWERED.

MARGINAL - DEFICIENCY ANSWERED IN PART, BUT NOT ENOUGH TO REWRITE DEFICIENCY

NONE - NO INFORMATION GAIN

PERFORMANCE REPORT

- WHAT WE LEARNED
- WHAT WAS PRODUCED
- LEVEL OF EFFORT
- ENCOUNTERED PROBLEMS
- WHO COLLECTED IT
- LEVEL OF EFFORT
- ENCOUNTERED PROBLEMS
- [USER SATISFACTION]

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PERFORMANCE REPORT EVOLUTION

FY-75 PERFORMANCE REPORTING

PROPOSED STRUCTURE

Performance

Gain Assessment

- Explicit statement of substantive gain
- Identification of responsible sensor
- Explicit statement of analytical gain
- Degree of fulfillment assessment
- New/Remaining differences-uncertainties
- Principal information deficiencies (old or new) at end of performance period
- Principal analytical deficiencies at end of performance period
- Relative Contribution of Collection Programs and Techniques by KIQ and by Deficiency

Production Performance

- Explicit producing organization
- Products by Deficiency
- Explicit product
- Level of Effort by Deficiency
- Problems encountered

Collection Performance

- Explicit identification (by CIRIS R.E.) of collectors by Deficiency
- Impact of KIQ collection effort on total collection program
- Level of effort by Deficiency
- Problems encountered

User Satisfaction

FY-74 PILOT PROGRAM

Performance

Gain Assessment

- Explicit statement of substantive gain
- Identification of responsible sensor

- Degree of fulfillment assessment

- Relative Contribution of Collection Programs and Techniques by KIQ and by Deficiency

Production Performance

- Explicit producing organization
- Products by Deficiency
- Explicit product
- Level of Effort by Deficiency

Collection Performance

- Explicit identification (by CIRIS R.E.) of collectors by Deficiency
- Impact of KIQ collection effort on total collection program
- Level of effort by Deficiency

User Satisfaction

By KIQ (and Needs)

By KIQ (and Needs)

By program and Agency

By KIQ (and Needs)
Product type/title
Costs for total KIQ effort (& N
Problems encountered

By sensor, by KIQ (and Needs)

(accomplished by USIB Committee)

Costs for total KIQ effort (& N
Problems encountered
NIO view of general satisfaction
(major consumers by exception)

PILOT PROGRAM CONCLUSIONS

- THE KEP CAN
 - DETERMINE A BASELINE OF KNOWLEDGE AND ESTABLISH COLLECTION AND PRODUCTION OBJECTIVES
 - MEASURE IC PERFORMANCE
 - LINK RESOURCES WITH SUBSTANCE

- THE PROCESS SHOWS THAT
 - A SIGNIFICANT PORTION OF IC ACTIVITIES ARE KIQ RELATED
 - FY-74 DATA REQUIREMENTS AND NUMERICAL PRECISION CAN BE REDUCED
 - IC PERFORMANCE ON ALL FY-75 KIQS CAN BE ASSESSED AND MEASURED

KEY INTELLIGENCE QUESTIONS
EVALUATION PROGRAM FOR FY-75

SECTION A: PERFORMANCE EVALUATION

AN EVALUATION BY NATIONAL INTELLIGENCE OFFICERS OF THE COMMUNITY'S PERFORMANCE AGAINST EACH KIQ AND THE CONTRIBUTION MADE BY EACH AGENCY/PROGRAM.

SECTION B: PRODUCTION PERFORMANCE

PRESENTATION OF INFORMATION FROM PROGRAM MANAGERS ON COMMUNITY PRODUCTION AGAINST EACH KIQ.

SECTION C: COLLECTION PERFORMANCE

PRESENTATION OF INFORMATION OBTAINED BY USIB COLLECTION COMMITTEES FROM PROGRAM MANAGERS ON COMMUNITY COLLECTION EFFORTS AGAINST EACH KIQ.